

## ATTACHMENT 9: ANALYSIS OF THE REVIEW PANEL'S "FIT TO STRATEGY" AND "STRATEGY QUALITY" RATINGS

### Fit to Strategy

The Review Panel evaluated how well each lead entity's list of projects addressed the priorities in the lead entity strategy or regional recovery plan. This "fit to strategy" was evaluated in two categories: Actions and areas, and ranking. The Review Panel assigned a rating of excellent, good, fair, or poor to each category. SRFB staff explored four ways to combine these two ratings into a single measure of fit:

1. Unweighted average
2. Weighted average
3. Unweighted graphical method
4. Weighted graphical method

The weighting factors used in approaches 2 and 4 were the weightings used in the last grant round, based on the Issues Task Force recommendation that actions and areas be weighted twice the value as ranking. The graphical method (described below) used in approaches 3 and 4 is a common vector analysis technique used in mathematics, engineering, and other related fields. Staff chose approach 4 for analyzing the fit-to-strategy data because it adhered to the method used in the fifth grant round and used a recognized technique for combining the two Review Panel ratings. A description of the graphical method of combining ratings and the formulas used in each of the four approaches are presented in the methodology section below.

### Strategy Quality

The Review Panel rated strategy quality in a total of six categories. Five of the categories were used in the 2004 grant cycle to assess strategy specificity. The sixth category rated strategies based on the certainty that the actions identified in the strategy would meet the strategy's goals and objectives. The Review Panel assigned a rating of excellent, good, fair, or poor to each category. SRFB staff explored three ways to combine these two ratings into a single measure of "quality."

1. Unweighted average of the six ratings
2. Average of specificity and certainty, unweighted
3. Average of specificity and certainty, weighted

Staff chose approach 3 because it combined specificity and certainty using the same graphic technique that was used for fit, and because it used the weighting recommended by the Issues Task Force in the 2004 grant round to calculate specificity. The formulas used in each of the three approaches are presented in the methodology section below.

## Graphical Approach to Combining Ratings

The table below provides an example of fit-to-strategy ratings for three hypothetical lead entities:

<u>Lead Entity</u>	<u>Fit to Strategy</u>	
	<u>Fit of Actions and Areas</u>	<u>Fit of Ranking</u>
X	poor	fair
Y	excellent	excellent
Z	good	fair

The data are presented graphically in Figure 10-1, where there is a point for each lead entity located on the graph corresponding to its ratings. An arrow is drawn from the origin of the graph to each point. Lists with a greater overall fit-to-strategy are a greater distance from the origin, as measured by the length of the arrow.

**Figure 10-1**  
**Graphical Technique for Combining**  
**“Fit to Strategy” Ratings**

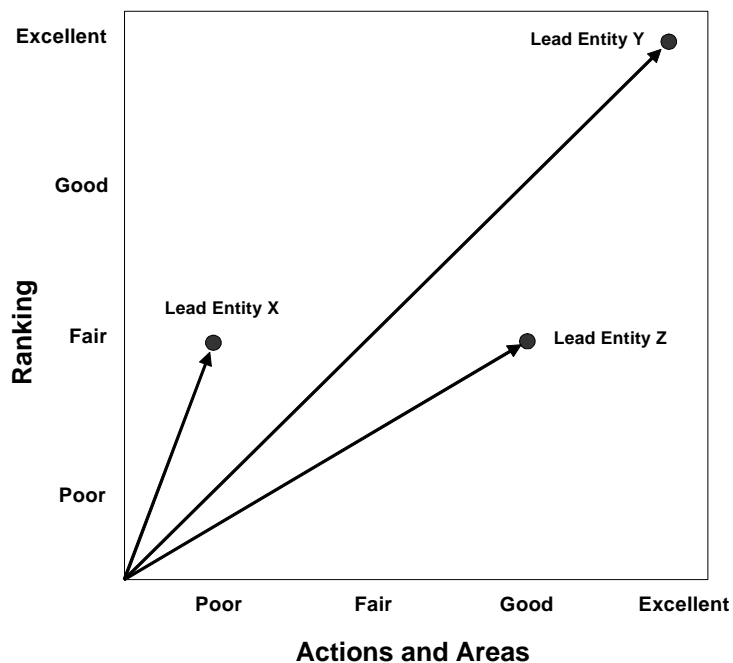


Fig. 10-1. For each hypothetical lead entity, a point is placed on the graph corresponding to the lead entity's rating for actions and areas and the rating for ranking. The length of the arrow, drawn from the origin to the point, represents the overall fit to strategy.

## Methodology: Fit to Strategy

### 1. Unweighted average of the two ratings

$$\text{Fit} = \frac{(\text{actions and areas}) + (\text{ranking})}{2}$$

### 2. Weighted average of the two ratings

$$\text{Fit} = \frac{2x(\text{actions and areas}) + (\text{ranking})}{3}$$

### 3. Unweighted graphical approach

$$\text{Fit} = \sqrt{(\text{actions and areas})^2 + (\text{ranking})^2}$$

### 4. **Weighted graphical approach**

$$\text{Fit} = \sqrt{(2 \times \text{actions and areas})^2 + (\text{ranking})^2}$$

## Methodology: Strategy Quality

### 1. Unweighted average of all six ratings

$$\text{Quality} = \frac{(\text{species}) + (\text{processes}) + (\text{habitat}) + (\text{actions/areas}) + (\text{community}) + (\text{certainty})}{6}$$

### 2. Unweighted average of the five specificity ratings averaged with certainty. First, the five ratings for strategy specificity are averaged to get a composite score for specificity. Then this score is average with the rating for certainty.

$$\text{Specificity} = \frac{(\text{species}) + (\text{processes}) + (\text{habitat}) + (\text{actions/areas}) + (\text{community})}{5}$$

$$\text{Quality} = \frac{\text{specificity} + \text{certainty}}{2}$$

### 3. **Weighted average of the five specificity ratings averaged with certainty.** First, a weighted average of the five ratings for strategy specificity is calculated to get a composite score for specificity. The weights are those used in the 2004 grant cycle, based on recommendations of the Issues Task Force. Then this score is combined with the rating for certainty using the graphical approach.

$$\text{Specificity} = \frac{(\text{species}) + 2x(\text{processes}) + 2x(\text{habitat}) + 3x(\text{actions/areas}) + 2x(\text{community})}{10}$$

$$\text{Quality} = \sqrt{(\text{specificity})^2 + (\text{certainty})^2}$$